# Wyoming's Strategic Prevention Framework State Incentive Grant

Community Strategic Planning Workbook

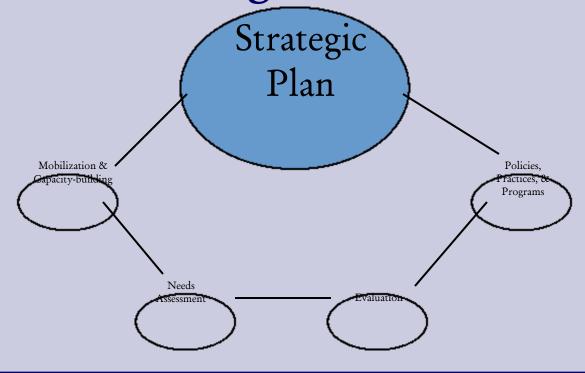


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# Contacts for Questions or Help

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Workbook is Also Available Online: http://spfsig.preved.org/news.php

# **Strategic Planning Contributors**

List the names of people in your community, the organizations they represent, and the contributions they made to the development of the strategic plan in Table 1 below.

Table 1. Strategic Planning Contributors

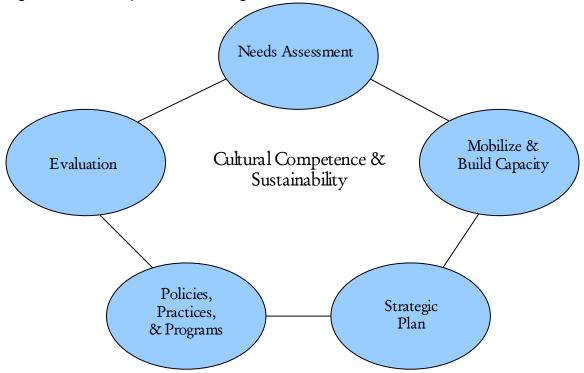
Name	Organization	Contribution
Dennis Zowada	Niobrara County High School	Input, development and review
Randy Hills	IMPACT and Niobrara County High School	Input, development and review
Randy Stensaas	Lusk Police Chief	Input, development and review
Linda Decker	Town of Lusk	Input, development and review
Todd Reynolds	Solutions For Life	Input, development and review
Rola Ross	Town of Manville	Input, development and review
Dennis Meier	Circuit Court	Input, development and review
Doyle Davies	County Attorney	Input, development and review
Richard Ladwig	County Commissioner	Input, development and review
Rick Zerbe	Niobrara Sheriff Office	Input, development and review
Lisa Mellot	Public Health	Input, development and review
Marcie Bruegger	Helpmate	Input, development and review
Pete Piers	Mayor Town of Lusk	Input, development and review
Becky Freeman	Clerk, County Clerk office	Input, development and review

# Introduction

Wyoming received the Strategic Prevention Framework State Incentive Grant (Prevention Framework) from the Federal Substance Abuse Mental Health Services Administration (SAMSHA) on September 30, 2004, along with 20 other states and territories.

The purpose of the project is to implement the five components of the SPF planning model at both state and community levels in Wyoming. The following diagram details this process (Center for Substance Abuse Prevention, 2005).

Figure 1. Five Steps of the Strategic Prevention Framework Process



At the state level, Wyoming has completed the needs assessment and funding allocation plan. Mobilization and capacity building take place throughout the project. Wyoming's needs assessment identified the targeted problem as the misuse of alcohol and its consequences, and Wyoming's allocation strategy funds all 23 counties and the Wind River Reservation as Prevention Framework (PF) community grantees.

# Outcome-Based Prevention

The foundation of the PF process is the outcome-based prevention model (Lowther & Birckmayer, 2006).

Figure 2. PF Needs Assessment Logic Model



In this model a community details its substance-related consumption and consequence data, researches the causal areas that may impact these problems, and chooses evidence-based policies, practices, and programs to address the identified causal areas.

# Purpose

The purpose of this workbook is to help PF funded communities go through the outcome-based prevention model. The current task is to develop a strategic plan. This means that grantees, and the community partnerships, must successfully select and implement evidence-based interventions. This workbook lays out the organizational structure of the Strategic Plan that is to be developed by each community. To be effective, you should not complete this workbook alone. Instead, you and your Community Advisory Council (CAC) should work together to complete this task.

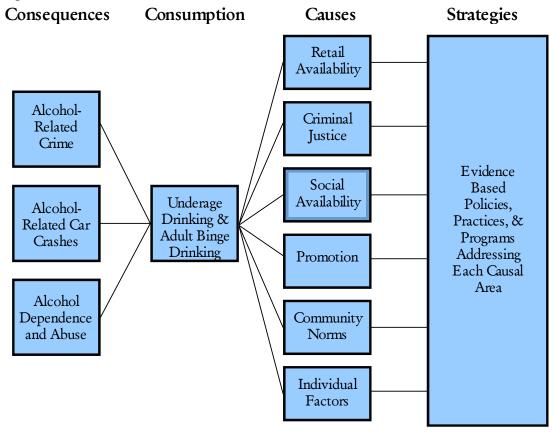
Keep in mind that Wyoming has already identified the targeted need for this project—the misuse of alcohol.

### "Misuse of alcohol" means that:

- 1. The primary target for the PF is underage drinking, and adult binge drinking. Underage drinking refers to any use of alcohol by anyone under the age of 21, while adult binge drinking refers to those 18 years and older who have five of more drinks on any one occasion.
- 2. The secondary target for the PF is the most significant consequences of the misuse of alcohol in Wyoming: alcohol-related crime, alcohol-related motor vehicle crashes, and alcohol dependence and abuse.

# Workbook Organization

Figure 3. Outcome-Based Prevention Model



Developing a comprehensive strategic plan at the community level requires a vision for organizing specific prevention programs, policies, and practices to address substance abuse problems locally. A well-developed strategic plan will increase the likeliness of a strategy being implemented effectively.

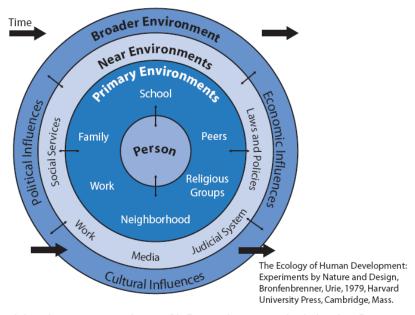
The deadline for submitting your Community Strategic Plan is August 31, 2007. Two copies of the Community Strategic Plan should be submitted, one by mail and one electronically to:

Lisa Laake, MPH, CHES
Wyoming Mental Health and Substance Abuse Services Division
6101 Yellowstone Road, Suite 220
Cheyenne, WY 82002
<a href="mailto:lisabe@state.wy.us">llaake@state.wy.us</a>
(307) 777-3352

# Human Environmental Framework

Figure 4 illustrates the Human Environmental Framework, which shows that interventions can start in many different areas and will affect more than one environment. Strategies that focus on multiple factors and conditions will contribute to a more comprehensive prevention plan.

Figure 4. Human Environmental Framework



This figure depicts social environments or spheres of influence in concentric circles that flare outward, moving progressively away from direct influence on the individual toward increasingly indirect influence, and advancing over time. A comprehensive intervention plan should identify a mix or layering of interventions that target salient risk and protective factors in multiple contexts across the life span.

# **Evidence-based Prevention**

States are required to follow certain guidelines in the policies, practices, and programs it selects in the Prevention Framework project. Every strategy implemented by the Prevention Framework must be evidence-based. This means that 100% of all strategies must be evidence-based.

Under the Prevention Framework project, evidence-based is defined as follows:

- 1. Inclusion in a Federal List or Registry of evidence-based interventions;
- 2. Being reported (with positive effects) in a peer-reviewed journal; OR
- 3. Documentation of effectiveness based on the following three guidelines:
  - The intervention is based on solid theory or theoretical perspective that has been validated by research;
  - The intervention is supported by a documented body of knowledge a converging of empirical evidence of effectiveness – generated from similar or related interventions tat indicate effectiveness; AND
  - The intervention is judged by a consensus among informed experts to be effective based on a combination of theory, research and practice experience. "Informed experts" may include key community prevention leaders, and elders or respected leaders within indigenous cultures.

# Finding Strategies

The following is list of websites that may be used to find evidence-based strategies. This is not an all-inclusive list and may also include strategies that would not be relevant for your community:

- National Registry of Evidence-based Programs and Practices: http://www.nrepp.samhsa.gov/
- Office of Juvenile Justice and Delinquency Prevention: http://www.dsgonline.com/mpg2.5/mpg index.htm
- CSAP's Centers for the Application of Prevention Technologies (CASAT): <a href="http://casat.unr.edu/bestpractices/search.php">http://casat.unr.edu/bestpractices/search.php</a>
- Alcohol Policy Information System:
  <a href="http://www.alcoholpolicy.niaaa.nih.gov/index.asp?SEC={B4296FE1-6F35-4175-B85D-17D5A53EE062}&Type=NONE">http://www.alcoholpolicy.niaaa.nih.gov/index.asp?SEC={B4296FE1-6F35-4175-B85D-17D5A53EE062}&Type=NONE</a>
- Leadership to Keep Children Alcohol Free: http://www.alcoholfreechildren.org/en/prevention/pubs.cfm
- National Highway Traffic Safety Administration (NHTSA):

http://www.nhtsa.dot.gov/portal/site/nhtsa/menuitem.3d62007aac5298598fcb 6010dba046a0/

Every participant has received a CD containing research articles and other publications that may be useful in developing your strategic plan.

# Evidence-based Environmental Strategies

The following is a list of just a few of the evidence-based environmental strategies:

- Responsible beverage service
- Alcohol compliance checks
- Happy hour restrictions
- Reducing alcohol outlet density
- Limiting hours/days of retail sales
- Sobriety and traffic safety checkpoints
- Graduated drivers' license laws
- Social host laws
- Keg registration
- Restricting alcohol sales at public events
- Increasing taxes on sales of alcohol
- Dram shop liability

# Choosing the Right Strategy for your Community

There are many factors to consider prior to choosing your strategies. Not all strategies will be effective in all communities.

All strategies must be based on data collected around each of the causal areas during your Needs Assessment. Please review your Needs Assessment Workbook.

One factor to consider is whether or not there is community support for the strategy. If the community does not support the strategy, it is unlikely that the strategy would bring about positive change if implemented.

It is also important to look at what laws are already in place and what laws may prevent certain strategies from being implemented. For example, sobriety checkpoints, shown to be evidence-based, are unlawful in Wyoming (Statute 7-17-101). For this reason, it would not make sense for a community to focus on this strategy.

Another factor to consider is which strategies show the greatest likelihood of showing positive results. There are many great strategies out there, but it is important to look at what the effect would be on the community as a whole.

### Logic Model

# Logic Model

The Centers for Disease Control and Prevention defines logic model as "a systematic and visual way to present the perceived relationships among the resources you have to operate the program, the activities you plan to do, and the changes or results you hope to achieve" (www.cdc.gov/tobacco/evaluation\_manual/glossary.html).

The logic model found on page 11 should be completed by all communities as part of the Strategic Plan. It is important that you work with your coalition when developing this logic model. All communities will have an opportunity to practice developing a logic model.

# Community Logic Model

What are the consequence and consumption areas you are going to focus on (from Needs Assessment)? Include your goals and objectives.	What are the causal areas you are going to focus on (review your answer to Question 40 from the Needs Assessment)?	What evidence- based strategies are you going to use for each causal area?	What activities are going to take place in Year 1 (October 2007 – September 2008)?	What activities are going to take place in Year 2 (October 2008 – September 2009)?	What are you going to do to evaluate your strategies?
Underage drinking; Prevalence rates of underage drinking, Impaired driving, MIP. Adult heavy use; Impaired/DUI.	Criminal Justice and Community Norms	Enhanced enforcement of ordinance and statutes.	<ol> <li>Develop partnerships for training for area law enforcement agencies on traffic stops, probable cause, documentation, field sobriety test to support enhanced enforcement.</li> <li>Develop/implement community service program to hold juvenile offenders accountable upon</li> </ol>	1. Evaluate communit y service project and if effective work to obtain sustaining funds. 2. Maintain partnershi p with LEA to meet	The coalition agrees to work closely with WYSAC in developing evaluation methods for our county.

	conviction for alcohol related offenses.  3. Conduct media campaign and public presentations to improve public understanding of alcohol misuse issues.  4. Develop capacity within community for environmental changes.	ongoing training needs. 3. Continue media campaign for improved communit y readiness. 4. Advocate for ordinance review and appropriat e changes to reduce misuse of alcohol incidents.
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Organization of Strategic Plan	
Form 1	: Cover Sheet
(Please place this as the	top page for your application)
County: NIOBRARA COUNTY	
Name and title of primary contact: Bob	Shinmori Phone: 358-2846
Email (required): bshinmori@wysfl.com	n Fax: 358-5329
Mailing Address: 1841 Madora Avenue	City: Douglas Zip: 82633
Shipping Address (if different): same as a	above
Total Funding Request for First Year In	nplementation: \$72,407
Name, organization, address, phone, fax  Lead Agency authorized to sign contract  Solutions For Life 1841 Madora Avenue Douglas, WY 82633 307-358-2846 307-358-5329 (fax) bshinmori@wysfl.com EIN 83-0238944	t, email & tax identification number for the ts.
this community strategic plan is correct Council and/or Coalition was involved	y knowledge that the information contained in I certify that the Community Advisory in the development of this community y the agency's governing body to assist with
Signature of Primary Contact	Date
Signature of Fiscal Agent	Date

# Form 2: Geographic Setting/Community Characteristics Limit 2 pages

Describe the geographic setting of the community.

- What are the geographic boundaries?
- What are the socio-economic issues relevant to the community?
- What are the characteristics of the community?
- Describe the target population you will be focusing on.

This project is based in Niobrara County, population 2250 citizens. The county is situated in the east central portion of the state. In the past this frontier county's economy was based in agriculture. However over the past 30 years that base has transitioned to the service and government sectors.

Yet, the traditions instilled from the western cowboy culture remain. The individuals are independent, self reliant and proud. The populace tends to believe in privacy and in making their own decisions. Being independent changes come with deliberation and due consideration.

This county has a smaller proportion of persons under the age of 18 and a greater percentage of those over the age of 65 than the state percentages. The populace is 99% white, again a greater percentage than statewide. The median household income was over \$9000 less a year than the state median income. Per capita income in real terms increased by only 5% from 1990 to 2000. The unemployment rate in 2006 was 3.3%, slightly lower than the state's rate of 3.6%. From 1970 to the year 2000, Niobrara County lost 18% of its population. In the period April 2000 to July 2006, the county population decreased by 6.4% whereas the state population experienced a growth of 4.3%. Of the residents, 20% of the persons age 5 and older are considered a person with a disability. Our county's population density was 0.9 person/square mile compared to the state's 5.1 person/square mile. Niobrara County can be considered a close knit neighborhood covering 2,626 square miles.

These factors have influenced the number of recreational businesses in the county, resulting in fewer such outlets for its residents. Bowling alleys, theatres, recreation centers are sorely lacking. Thus, there is a greater tendency to seek alternate social opportunities, such as the consumption of alcohol. This county is second only to Teton County in the number of liquor licenses per capita in the state affording plenty points of sale.

Teton 622.10/100,000 Niobrara 552.49/100,000 State 279.64/100,000 Niobrara County's Community Advisory Council has determined the youth under the age of 18 years old, those 18-21 years old, and adults aged 44 and older as the specific target populations this process will focus upon.

Data from the Preventive Needs Assessment and the Youth Risk Behavior Survey indicate that the youth in our county equal or exceed the statewide percentages for alcohol consumption. The 2006 PNA found that for both the HS and MS students there was a significant upward trend in both reported 30 day usage and binge drinking. The youth culture and attitudes towards alcohol use are permissive and do little towards delaying onset of consumption behaviors. The 2005 YRBS also showed our Middle School youth reporting a higher rate of alcohol consumption than statewide peers. The data shows that Niobrara Middle School students reported past 30 day alcohol use at 25.08% versus 20.1% for state middle school youth. Although the Niobrara County High School did not participate as an entire building in the 2005 YRBS, past data from 2001 and 2003 indicated an upward trend in binge drinking in the past 30 days, 28% in 2001 and a reported 35% in 2003. Anecdotally it is reported that youth tend to brag about alcohol related troubles in the community. This is a negative comment of their perceptions concerning the community norms, law enforcement and the judicial system. Law enforcement has to be perceived as effective in order to change the rates of underage drinking. This includes the judicial system, and the consequences that can and will be imposed on those who are convicted of breaking the law. In order to change these behaviors, there has to be a perception of effective enforcement and judicial consequence.

The age groups of 18-21 years old and those 45 years and over will also be included in increased enforcement of liquor laws. The demographics are more difficult to obtain for this group. This age group is out of school; unemployed, working or enrolled in some type of out of area post high-school education. The Behavior Risk Factor Surveillance System found that 16.2% of respondents admitted to binge drinking in the past 30 days of the survey, and that 5.2% disclosed heavy drinking. Yet even with this age group, the criminal data (liquor law violations) do not reflect a comparable percentage of citations or arrests relative to reported behaviors and population.

# Form 3: Coalition Involvement Limit 2 pages

Describe the coalition and its involvement in the implementation of the strategies.

- What are the coalition's vision and mission statements?
- What is the history and makeup of the coalition?

The CAC developed the following vision statement:: Niobrara County envisions an environment that supports the reduction and prevention of early onset of alcohol use and abuse on the part of our youth and misuse of alcohol by adults.

The mission statement reads: To collaborate and partner with critical stakeholders to leverage available resources to develop, implement and evaluate community wide strategies to realize our vision.

The CAC is a committee of IMPACT of Niobrara County, the community's substance abuse prevention coalition. That coalition was developed in the summer of 2004 through the efforts of the Substance Abuse Prevention Coordinator for Solutions For Life and the federal substance abuse prevention block grant. Initial efforts by the coordinator to address alcohol issues were not successful, with the coalition and community wanting to address other substance abuse issues, such as marijuana and methamphetamine.

Projects were developed and implemented to address those issues. The retailer methamphetamine watch program is still operating. The Community Watch project to assist law enforcement is still present, but not truly operational. However, the new Chief of Police for the Lusk Police Department desires to revamp that program to improve community involvement and participation in public safety and citizen cooperation.

The youth committee has had inconsistent membership with many of the participants in and out, and the seniors who had been the most active in projects have also been involved in numerous other organizations and activities. One project the youth group has been attempting is developing and conducting a school survey of students and their behaviors and attitudes specific to community issues. The student leading that charge has since left the committee, but it is anticipated to continue that this coming year. Another activity the youth have been entertaining is obtaining a license to show movies in the high school auditorium. The idea is to share opportunities with concessions as fund raisers for various student organizations. The licensing fee is minimal and the facility would be available as indicated from the school administration. This would fill a social and recreational opportunity gap.

IMPACT membership is comprised of school personnel, law enforcement, public health, domestic violence group, faith based, private citizens and youth. The executive committee meets on a more regular basis than the entire group. At the start of the PF process, the executive committee assumed responsibility as the Community Advisory Council for this process. IMPACT membership varies and depending upon the project, other community participants are recruited and organizations are solicited for their support and help.

IMPACT is a developing organization with no articles or by laws. The group did investigate the idea of formalizing these and pursuit of a 501(C)3 tax exempt status in order to qualify for and obtain grants and other funding for programs. After some consideration and training of members, it was decided that such efforts would not be pursued and any such fund raising would be sought in partnership with the Interagency Coordinating Council, who already has this tax status.

IMPACT still continues to evolve and with its participation in the PF process, should become more focused on prevention efforts and partnerships with all entities within the community.

Currently the CAC counts as participants individuals from the County Commissioners, Lusk Town Council, Manville Town Council, Circuit Court, Lusk Police Department, Niobrara County School District #1, County Attorney office, Niobrara County Sheriff Office, Solutions For Life, and other organizations whose attendance and participation varies. However, municipal and county government participation has been consistent, as has the Circuit Court, mental health and the schools.

Limit 2 pages

Describe the alcohol-related consequence and consumption areas your community will be focusing on. Refer to Questions 5 and 9 from the Needs Assessment Workbook.

- Consequence areas could include alcohol-related crime, alcohol-related car crashes, and/or alcohol dependence and abuse.
- Consumption areas could include underage drinking or adult binge drinking.

For the PF process the CAC with community input has decided on the priority of criminal justice and community norms. The specific consequence is criminal offenses secondary to misuse of alcohol. This includes MIP, Impaired driving, DUI, and other alcohol law violations. Related to all of those listed, will be assessment and screening for alcohol dependence and potential for further alcohol related problems.

It was reported by area high school students in the 2003 YRBS that 20.3% of the respondents had drank an alcoholic beverage and then drove a vehicle. That rate was 13% in 2001. There was no 2005 data due to the school not participating in the census reporting for that survey. Yet according to other data there appears to be no reason to assume that percentage has gone down. The reported rates of underage drinking from the 2001 to 2006 PNA data are similar to, or in some areas, have increased. However from the local and state criminal data, the offenses recorded are not in line with reported rates of usage and reported percentage of youth admitting to drinking and driving.

Concerning the adult population and their usage of alcohol compared to alcohol related offenses, have similar inferences. The rates for DUI, and other liquor law violations are not comparable to the state rates. In fact, our local rates are significantly lower than the state's. As an example, the data for adult DUI's:

	Year	County	State
•	2000	377.97	1197.48
•	2001	330.76	1178.21
•	2002	111.86	1108.06
•	2003	55.56	1101.64
•	2004	271.00	1149.69
•	2005	588.87	1242.36
•	00-05	291.78	1163.15

Similar variances are found for liquor law violations and drunkenness. These data clearly point to a criminal justice component to our misuse issues.

As commented the rates are not quite what one would expect given the reported rates of consumption in the county. According to state surveys, our area youth report an equal or even greater rate of consumption in some categories measured; past 30 day

usage and binge drinking. Of particular concern is the trend indicated for middle school youth for past 30 day use as measured by the PNA. From 2001 there was an increase of such use from 8.6% to 26.4% in 2006. Just as alarming is the increase in the same category reported by high school youth, from 28.25% to 48.8% during the same timeframe.

The 2006 PNA also found local middle school youth reported that 23.8% engaged in binge drinking behaviors in the past 2 weeks compared to 4.1% for their state peers. The trend over the past 3 survey periods indicate a significant upward swing. In 2001 MS youth reported to only 1.9% engaging in binge drinking to the current percentage of 23.8%. The high school population reported an increase in that behavior as well; from 18.9% in 2001 to 24.9% in 2006. Underage consumption is a large problem. It can be reasonably deduced that the seniors in high school engage in a higher rate than reported for the building as evidenced by statewide reporting; that statewide seniors report a greater percentage of such consumption behaviors than do their underclassmen.

As commented earlier, adult drinking behaviors as reported from the BRFSS, our county adults disclose equal consumption behaviors as reported for the state. Area adults reported in the 2005 BRFSS:

Binge drinking past 30 days 16.9% vs state percentage of 16.5%
Past 30 day heavy drinking 5.2% vs state percentage of 5.2%
Yet, again, the records for alcohol related arrests and or citations do not show an comparable rates from across the state.

# Form 5: Intervening Variables/Causal Areas

Limit 2 pages

Describe the intervening variables/causal areas of substance use in the community.

- How did you respond to Question 40 in the Needs Assessment Workbook?
- Why are you focusing on these areas? Justify your reason.

As noted, our community has identified criminal justice and community norms as the two priority areas on which to focus efforts. In review of the data, community stakeholder interviews, and the town hall meeting, consensus was there is a discrepancy between the reported rates of consumption and legal consequences to misuse behaviors, for both youth and adults, but more specifically for youth.

The data shows this county has a significantly lower rate of offenses for:

- Adult DUI's
- Adult liquor law violations
- Adult drunkenness
- Juvenile DUI's
- Juvenile liquor law violations

But the rate for juvenile drunkenness was nearly 7 times the rate reported for the state.

There is a gap in the criminal justice network that includes meaningful judicial sanctions subsequent to a guilty adjudication. This is particularly significant for those youth found guilty of alcohol related offenses. Earlier this year a number of agencies, including the school had met to discuss this very issue; the attitudes and behaviors of youth relative to a perceived lack of consequences to alcohol related offenses.

It has been stated that youth believe there are few to no significant consequences to underage drinking. Comments have been made that for some youth, the fact of being convicted of such offenses amounts to "badge of honor" and a bragging point. School officials, court representatives, municipal and county government and law enforcement personnel met to problem solve this matter. It was agreed that the current system is not a deterrent to underage drinking; that due to perceptions of no significant options available to the courts law enforcement is reluctant to cite or arrest; and that this issue crosses over to adult offenders to some degree as well. That group has not met during the summer months, but a number of those who attended that initial meeting are actively involved in this PF process and believe this effort has the same goals and desired outcomes as their group; to reduce underage drinking and misuse of alcohol in the community and to change the culture surrounding alcohol.

This goes to the point of community norms as well. Particularly for adults, there exists an underlying feeling that certain people get preferential treatment in the system. The Town of Lusk had decided on a change in leadership earlier in the year within the police force, to attempt to change some those attitudes and beliefs and improve

enforcement. In a survey conducted by this agency in December of 2006, some of the written comments alluded to this perception of the "good old boy" network, and that certain behaviors by certain citizens are tolerated in the community. But the issue of community norms goes beyond how it is felt some community members are treated. This issue is broader than preferential treatment, but a general acceptance and tolerance of alcohol use in the community, including at social events, community activities and other gatherings. The data from the needs assessment shows that our area youth are exposed at a greater rate to occasions wherein alcohol is sold, adults are drinking and adults are drunk than their state counterparts.

Table 2. Percentage of Students Who Attended Community Events Where Alcohol Was Sold, Adults Were Drinking, or Adults Were Drunk by Grade (2006 PNA)

Grade	Alcohol was Sold	Adults were Drinking	Adults were Drunk
County 6 <sup>th</sup> grade	44.4%	57.9%	27.2%
Wyoming 6 <sup>th</sup> grade	41.1%	54.3%	22.6%
County 8 <sup>th</sup> grade	81%	85.7%	66.7%
Wyoming 8 <sup>th</sup> grade	57.0%	65.7%	43.9%
County 10 <sup>th</sup> grade	62.5%	66.7%	66.7%
Wyoming 10 <sup>th</sup> grade	65.9%	72.3%	57.7%
County 12 <sup>th</sup> grade	96.3%	96.3%	96.4%
Wyoming 12 <sup>th</sup> grade	70.8%	74.9%	64.7%
County 6 <sup>th</sup> - 12 <sup>th</sup> grade	73.8%	78.3%	68.0%
Wyoming 6 <sup>th</sup> - 12 <sup>th</sup> grade	56.7%	65.5%	44.5%

The local youth are being exposed to alcohol use, particularly when it is reported about events where adults were "drunk". The norm that is being imparted to youth is that is acceptable to drink to intoxication. The bar is being lowered. And that attitude is being seen in the alarming data concerning local middle school and high school drinking.

Further the community members' perceptions concerning whether drinking and driving is a problem in the community indicate 4% do not think it is compared to statewide percentage of only 2.9%, and that 78.7% think it is versus 86.8% statewide respondents think it is a "serious or somewhat serious problem." Our local residents have a less pressing perception that drinking and driving is a problem and that alcohol misuse issues are a community problem, and not just an individual issue. Community norms have to be addressed in a coherent and consistent manner to begin any change process in attitudes and the norms engrained in the community.

### Limit 2 pages

Describe the current community resources available to address the targeted substance use issues in the community.

• What were the results of the Community Resource Assessment (Table 51 from the Needs Assessment Workbook)?

Although this is a very small community, there are a number of resources that can be brought to bear to address the identified priorities.

Table 3. Current Resources and Strategies Focusing upon the Misuse of Alcohol by Causal Area

Causal Area	Strategies	Resources
Retail Availability	Education/awareness programs with local government	Municipal/county authorities Local law enforcement agencies IMPACT and civic groups Chamber of Commerce
Criminal Justice	Dialogue between education, justice, law enforcement, community policy makers, and prevention and treatment providers	Town council County Commissioners School District Prevention/treatment
Social Availability	Education/awareness campaigns concerning Social Hosting statutes for community	SFL NCSD #1 Local law enforcement agencies Municipal/county authorities
Promotion	Limit signage/advertisement	Municipal/county authorities Chamber of Commerce Retailers
Community Norms	Prevention programs in schools Parent group presentations Media campaign	SFL NCSD #1 Local law enforcement agencies Courts
Individual Factors	School based curricula Partnerships with schools and community organizations	NCSD #1 SFL Lusk Headstart

The priority area of criminal justice strategy should read "Enhanced enforcement". With that overall strategy, multiple agencies and organizations have resources available to be leveraged to improve implementation and monitoring within the community.

Primary is the criminal justice system itself; including all law enforcement agencies, the courts and the county attorney office. Those are the major stakeholders who will have oversight and management responsibilities for affiliated activities. Also the County Commissioners will have the role of fiscal flow through for financial management of the funds provided by this agency as primary fiscal agent and manager of the PF funds.

Within the strategy of enhanced law enforcement of existing ordinances and statutes, is the provision of meaningful sanctions to offenders, particularly underage offenders. The development and implementation of a community services and mentoring program will provide accountability for those under court order and supervised by the County Attorney office. That office is responsible for any execution of court documents or orders addressing status of compliance to existing judgment and sentences.

Through the implementation of the above strategy, community norms will be affected. With this effort, and the partnering with area media and other groups, information concerning changing "business as usual" will be disseminated. With those changes in how the community addresses misuse of alcohol issues, concurrent shifts in the entire community's perceptions and attitudes towards alcohol misuse will occur. Local media and organizations have assets available to develop a coordinated campaign to further efforts under this process.

# Form 7: Strategies No page limit

Describe the community-based strategies to be used to address the targeted substance use issues in the community.

- How are the selected strategies appropriate? Justify your selection.
- How will the selected strategies address the consequences, consumption, and intervening variables identified?
- How are the strategies evidence-based? Provide verification that they are indeed evidence-based.

Enhanced enforcement of ordinances and statutes has been shown to be an evidence based strategy. This is documented by the National Highway Traffic Safety Administration and "Strategies to Reduce Underage Alcohol Use", published by OJJDP in a report prepared by the Pacific Institute for Research and Evaluation. This addresses specifically the issues identified within the criminal justice system, being increased visibility of law enforcement agencies and increased enforcement of laws. Increased enforcement is a deterrent to offending and recidivism.

The overall umbrella of enhance law enforcement will signal to the community at large that business practices are changing relative to alcohol law enforcement. The public perception of increased chances of being caught violating existing statutes will decrease the incidents of underage drinking, of MIP, of providing alcohol to minors, of public drunkenness and drinking and driving. As well as a deterrent, this will begin affecting the community norms surrounding alcohol misuse.

Relative to enhanced enforcement of laws will be the development and implementation of a community service project for adjudicated youthful offenders. This will be based on a mentoring concept; entailing community service, school attendance/performance, substance abuse evaluation/treatment, follow up, life skills building, and monitoring within the community. This will provide for the courts a meaningful consequence for those youth. The mentoring concept is an evidence based practice as determined by OJJDP. The project design allows for a part time coordinator, whose responsibility will be to ensure the offender's compliance to the court order. Within that role the coordinator will:

- interview prospective applicant and family,
- complete intake paperwork including review of court order,
- assist in development of community service options,
- assist the youth in preparation for initial contact with that site/location,
- assist with on-site orientation,
- monitor completion of community service obligation,

- monitor compliance to substance abuse assessment and treatment,
- monitor school attendance, performance and discipline,
- assist referrals for involvement/participation in community organizations and recreational opportunities,
- conduct small groups (as needed) for skills development to include social, daily living, problem solving and other skills as deemed necessary,
- document activities engaged in during course of the project,
- monitor enrolled youth's behaviors within the community and/or
- complete reports for the County Attorney.

The above listed duties are not meant as an all inclusive list of responsibilities but a general description of tasks. It is expected that as this project evolves and progresses, the coordinator will assume the initiative to develop and implement additional activities for the success of the youth and the project.

Other activities involving enhanced law enforcement will include compliance checks on local retail outlets dispersing alcohol products. Additionally, aggressive activities focusing on enforcement of impaired/drunk driving will be publicized and implemented during periods of the year; holidays, high traffic periods, community celebrations and the like. In the past law enforcement agencies had assisted with TIPS training. Reinstituting this would serve a dual purpose; first ensuring beverage servers have the necessary training in the laws and basic knowledge of practices to conduct legal business, and second, to improve relations and bridges with retail sales and law enforcement.

To support enhanced law enforcement activities, it is planned that this process will partner with area law enforcement agencies to identify, develop and implement training necessary to improve skills for personnel concerning current practices and technology for detection of impaired driving, documentation and report writing, updating on knowledge of current statutes or practices to intercede with house parties and social hosting issues. This area will be dependent upon the identified needs as set by the law enforcement agencies themselves. The PF coordinator will collaborate with the agencies to seek resources to meet needs and to obtain additional funds above and beyond what will be available through this grant.

As pertinent to the enhanced enforcement are adjudication and court sanctions. It is recommended that the Courts, in sentencing, place adult offenders on a supervised probation status versus an unsupervised probation. This will provide closer monitoring and timely reporting to the Court concerning compliance to the Court order. In a conversation with the District supervisor for Department of Corrections, Field Services, Coltan Harrington, he agrees that such a sanction will have a greater deterrence and significance to the adjudicated offender. And he believes that his office out of Torrington would be able to absorb such an increase in caseload at this time.

Additionally, not just the type of monitoring is critical, but having those individuals assessed to determine current use/misuse of alcohol patterns and recommendations for treatment. It is understood that some of those individuals would have some financial difficulty in paying for such assessments. This agency, Solutions For Life, is willing to cooperate with the Courts and individuals and has agreed to provide such assessments (TSAI for youth and ASI/ASAM for adults) at no cost for the first year of this process. This will alleviate that financial burden on the part of the offender. And more critically, provides an accurate assessment of current status and recommendations for treatment. This is the first step in intervention, and preventing the progression of misuse behaviors to the point of dependency and/or addiction. Intervention is necessary in reducing such future problems for the individual and community.

As noted, with the enhancement of the criminal justice system, the established culture and community norms concerning misuse of alcohol will be changing. To support and further that beginning, a media campaign will be initiated. Although research has not been vigorous in evaluating such activities, it has been shown that a concurrent media campaign along with those other activities has greatly increased and magnified such efforts ("Strategies to Reduce Underage Alcohol Use", published by OJJDP in a report prepared by the Pacific Institute for Research and Evaluation). Partners within the community will be recruited to draft news articles from their disciplines addressing misuse of alcohol to further the awareness of the community in this matter and to further change.

This process will continue to collaborate with existing prevention programs and efforts, including the federal block grant and tobacco prevention efforts. In leveraging those resources, any individual effort can be expanded and effectiveness will be increased. Prevention messages will be consistent and able to reach different populations at various times.

## Form 8: Community Readiness & Experience Limit 2 pages

Describe the community's readiness to address the identified issue(s) and strategies.

• How has the community's readiness been assessed?

At this time, small groups involving stakeholders have been assessed to determine the degree of readiness. IMPACT members have been surveyed with an informal tool asking about such topics as leadership, consensus, sustainability, and focus. Those members indicated that there is a some readiness to address the issue of misuse, but the community is not quite ready to implement change in certain areas, like local ordinances and prohibition of alcohol distribution at community events. It is planned that within the coming year, a more formal assessment of community readiness and issues will be conducted with the assistance of other agencies that work within the prevention field.

In the meeting with the CAC the participants have indicated commitment to implement the process and have agreed to the identified priorities. Members have indicated the focus on criminal justice and activities towards enhanced enforcement are the track this community needs to take. They are very supportive of attempting to develop and implement the mentoring/community service project to assist the courts and law enforcement. The concept of partnering with area law enforcement to establish local training opportunities has the backing of the CAC, area law enforcement agencies the Circuit Court judge and the County Attorney.

Describe examples of prior community experience, successes, and barriers with this issue.

- What has been tried before?
- What has worked?
- What have been the struggles?
- What is different now?

Three years ago, Solutions For Life implemented a concerted effort in substance abuse prevention under the federal block grant. At that time the coordinator for that program developed a community coalition addressing substance abuse prevention. At the initial developmental meeting nearly 25 individuals attended. Discussion was held concerning what were the issues the community believed to critical to prevention. Consensus was the problem substances were marijuana and methamphetamine. Alcohol was not an issue and the group wanted to focus on other substances. As projects and efforts addressing those substances were initiated, the community attitude was one of empowerment and programs could be implemented that made some difference. Alcohol then became more acceptable as a topic for consideration.

However, it also appeared that functional support for real action was still lacking. The IMPACT coalition and SFL sponsored the First Lady Initiative and held a public event

at the high school. Unfortunately the First Lady herself was not able to participate and a representative in her stead participated. Very few individuals from the general public showed for this event, but it was attended by the high school students. During the panel some of the responses to questions indicated a lack of true commitment to dealing with community norms and attitudes concerning alcohol use. It has been discussed inviting the First Lady herself in for another program. But that has not been arranged as of yet.

The Substance Abuse Prevention program coordinator has developed programs with the middle school and has provided presentations to all MS students for the past two years. That will continue. A program has been provided to inmates at the Wyoming Women's Center for the past two years as well.

It seems that most efforts addressing substances other than alcohol will be supported but concerning alcohol focused projects, there remains hesitancy to commit the effort needed to make a significant gain. Compliance checks have been discussed with area law enforcement for the past year. Verbally they have indicated they will be conducting these, but none have been completed as of yet.

Of note is the prior juvenile diversion program that was implemented under the management of the county sheriff office. The goal of that program was to monitor and hold accountable youths placed under court order to comply with terms and conditions. Comments from the sheriff department and the coordinator indicate the primary problem was the lack of a dedicate staff person to conduct that program. Duties were split between two different staff who had to balance their regular duties with this project. Further due to time, the coordinator was not able to actively assist youth in developing community service sites, as well as an issue with liability. Subsequently the diversion program suffered and did not meet its intent.

This aspect of the enhanced enforcement strategy will hire a part time coordinator whose sole responsibility will be to the mentor/community services project. This will address and alleviate the conflict with responsibilities inherent in the prior program. Additionally there will be availability to cover Worker Compensation benefits to reduce liability and exposure on the part of those organizations who allow their workplace as a community service location. Further the coordinator will be accountable directly to the County Attorney office. These aspects are significant improvements to the prior attempt. These modifications and accommodations will improve the effectiveness of this aspect of the criminal justice system concerning underage drinking.

Efforts will continue regarding a media campaign to further the goals of the PF process. In the past news articles have been published and radio spots have been done concerning substance abuse prevention. Civic groups have been presented to concerning issues pertaining to this topic. These have reached portions of the

community and have resulted in some increased awareness concerning abuse and misuse of substances. As noted, a media campaign will be integral to the efforts set forth in this program.

# Form 9a: Activities & Outcomes No page limit

Describe the coalition's planned activities for Year 1 implementation and Year 2 implementation to address the strategies.

• Include a timeline specific to the coalition's project (see Forms 9b and 9c). See below for the timeline.

Describe the associated short-term and long-term outcomes expected.

Short-term: 1-2 yearsLong-term: 3-5 years

During the first year, efforts will be complete development and implement the identified activities. Efforts will be towards establishing the groundwork and structure for the proposed activities surrounding criminal justice and community norms issues. This will be a change in operating within the law enforcement agencies to increase observation and citations/arrests regarding alcohol offenses. Further capacity building will be an ongoing activity and a goal within all other activities.

Outcomes expected after the first year will be a reduction in underage drinking secondary to the implementation of enhanced law enforcement and the implementation of the mentor/community service project. However, it is also expected to see an increase in offenses and citations during this initial year of this project. This also works towards some attitude adjustment on the part of that target population. If the youth are cited and brought into court due to increased enforcement of laws, and there exists a meaningful consequence to their behaviors, then over time this will work as a significant deterrent to subsequent offenses. This deterrent outcome will also influence the adult perceptions and attitudes towards underage drinking and community norms. This should result in an increase in numbers of offenses brought before the courts, an increase in fines/assessments and more youth being referred to substance abuse assessments and treatment.

Concerning adults, it is anticipated there will be an increase in the numbers of offenses concerning alcohol related offenses, including DUI's and impaired driving offenses. As with the youth population, it is anticipated there will be an increase in numbers of referrals to assessment and treatment. If those individuals are placed on supervised probation, then there should be a corresponding increase in those caseloads. Currently the Goshen County agent, Dixie Elder, supervises those placed on regular probation residing in Niobrara County and it is reported her caseload is approximately 10 individuals. It would appear that the Wyoming Department of Corrections, Probation and Parole can absorb additional offenders should the Court place them on supervised probation rather than an unsupervised status as commented by the regional supervisor for Probation and Parole.

The media campaign will further the efforts initiated through enhanced enforcement activities. The campaign will modify the community's norms and attitudes towards misuse of alcohol, changing tolerance levels to be less acceptant of such behaviors.

The second year will be more focused evaluation of project and maintenance of those effective activities and working towards development of plans to sustain those activities determined effective and what the community chooses to sustain.

Long term it is anticipated that the community attitudes and norms will become less tolerant of misuse of alcohol, and become a more moderating influence on misuse behaviors, not only for those underage, but also those adults who choose to misuse alcohol. From this change, the local and county governmental bodies will be more receptive to reviewing local ordinances and regulations concerning advertising, and the operation of retail sales outlets, and amend their regulations to actualize environmental change and further the shift in community norms.

Also it is expected that in statewide surveys, more youth will perceive the inherent dangers and risks associated with early onset of alcohol use, will report in fewer numbers incidents of pas 30 day use as well as binge drinking. Those outcomes may not be apparent for a couple of years due to the scheduling of the PNA and YRBS assessments.

# Form 9b: Time Line (Year 1) Limit 2 pages

Applicant Agency: Solutions For Life

List the key activities, which will be conducted during the year. Be sure to include the anticipated start-up dates for each of the strategies to be funded under this grant. Activities listed are samples. Dates may be changed by the Division.

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	07	07	07	08	08	08	08	08	08	08	08	08
Contractual report and												
expenditure report:												
January 2008, April				X			X			X		
2008, July 2008,												
October 2008												
Statewide Prevention												
Framework Meeting												
Community Advisory	X	X		X		X		X			X	
Council Meetings												
Enhanced enforcement	Χ											
Establish parameters for												
project	X											
Establish fiscal procedures/WC	^											
•		X										
Develop job description and ads for position		^										
Hire coordinator			Х									

Project coordinator to develop partnerships				Х								
Coordinator staff with courts/LEA re evaluation				Х		Х			Х			Х
Interagency training needs assessment	X					Х						
Identify training assets		Х										
Set tentative training schedules			X				X					
Conduct training					Х				Х			
Media recruit agencies to draft articles	X		X		X		Х		Х		X	
Publish articles		Х		Х		Х		Х		Х		Х
Presentations to community groups		Х				Х			Х			
Cause marketing		Х		Х			Х			Х		
Capacity building Ongoing activity												

Applicant Agency: Solutions For Life

List the key activities, which will be conducted during the year. Be sure to include the anticipated start-up dates for each of the strategies to be funded under this grant. Activities listed are examples. Dates may be changed by the Division.

Limit 2 pages

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr 09	May	Jun	Jul	Aug	Sep 09
	08	08	08	09	09	09	09	09	09	09	09	09
Contractual report and												
expenditure report:	3.7			37			37			37		
January 2009, April	X			X			X			X		
2009, July 2009,												
October 2009												
Statewide Prevention												
Framework Meeting												
Community Advisory	X			X			X			X		
Council Meetings												
Coordinator to staff with			X			X			X			X
courts/LEA re evaluation												
Develop plan to sustain				X								
project												
Interagency training	Х					X				X		
assessment												
Conduct training		X					X				X	
Community	X			Χ			X			Χ		
presentations												
News articles		Χ			Χ			X			Χ	
Cause marketing	Х		Х		Х		Х		Х			Х
Capacity building												
Ongoing activity												
Originia dollarly												

# Form 10: Budget Limit 2 pages

Page 24 contains a sample budget form that will be used for all communities. Also include a detailed budget narrative explaining your proposed expenditures. Please keep all categories the same. Any category not listed may be added.

It is anticipated that other activities that are planned within this process will be able to be shared wit the block grant concerning the media campaign, since that grant, too, had identified such an activity. However, the other activity of interagency training has no line item due to the budget for this year has been allocated towards other planned expenses. Yet that activity will be planned for and developed with the area law enforcement agencies, and depending upon the amount of roll over from the previous year's budget, and approval by the State, a portion of those funds will be redistributed to that activity.

There is no mileage identified in this budget for the coordinator at this time due to line item allocations into other categories. Should there be any remaining roll over from FY '07, some of those funds will be earmarked for this category. However, at this time that should not restrict activities by the coordinator to meet obligations within this grant. That coordinator travels to Lusk under the funding of the federal block grant for that program and can make contacts and complete tasks while in Niobrara County on those trips.

The salaries and benefits section funds the coordinator at .50 FTE, and the administrative assistant at .10 FTE, \$31,352.75 plus benefits for those positions figured at \$11,377.31. Indirect costs for SFL to administer the grant are 8%, \$5,763.68. Contracted evaluation and technical assistance/support totals \$9,412.

The remaining balance of the grant award, \$14,140.26 is allocated to the mentoring/community service project associated with the enhanced law enforcement strategy. The breakdown of this is:

• Mentor/community service Coordinator

(\$10/hour at 20 hours/week for 40 weeks [first year])

\$9672.21

(This amount allows for some extra hours above the 20 per week.)

• Benefits for coordinator (estimated at 25%)

\$2418.05

(This amount allows for benefit coverage for possible hours above the 20 per week.)

• Mileage (1,500 miles at \$.485/mile)

\$ 750.00

Worker Compensation

\$ 800.00

• Supplies (UA kits or testing instrument)

\$ 500.00

As with other expense categories, this office can and will provide other support, such as paper and copying.

Concerning the treatment after court, both for adults and minors, Solutions For Life will provide the initial assessment at no cost to the individual referred to that agency within the scope of this project. It is believed by Peggy Wiley, Executive Director, that evaluation is a critical aspect of intervening in substance abuse progression. Ms. Wiley understands the limits on the budget available within this funding stream and has offered the assessment and evaluation services to this process and the Courts free of charge. What will be available is the TASI (Teen Addiction Severity Index) for juveniles and the ASI/ASAM (Addiction Severity Index/American Society for Addiction Medicine) for adults. This evaluation includes the written report for

the Court, and with the proper execution of Release of Information forms, to other agencies or individuals who are involved with those persons on which such evaluations are conducted. This service amounts to \$95/hour for the assessment and report writing, approximately 2 hours per individual.

State Contract Quarterly Invoice for Wyoming SPF SIG

Cost Description	SUBMIT TO: Substance Abuse Division Wyoming SPF SIG 6101 Yellowstone Road – Suite 2 Cheyenne WY 82002-0480	EXPENDITURES FOR QUARTER AND YEAR  (Due On 15th of the month for preceding quarter.)				
Salaries & Wages   \$31,352.75	Cost Description	Rudgeted Amount	Current Month Exp	Year to Date Expenditures	Exp	
Employer Paid Benefits   \$11,377.31						
SUPPORTING SERVICES	Salaries & Wages					
Internet Service		\$11,377.31				
Telephone/Cell Phone						
Vehicle Expenses		-				
TRAVEL/TRAINING/MEETINGS   Travel In-State   Travel Out-of-State   Travel Out-of-State   Training Fees   Miscellaneous Meeting Expenses   O   SUPPLIES   Office (Consumable)   O   Postage   O   Pos	Telephone/Cell Phone	-				
Travel In-State	Vehicle Expenses	0				
Travel Out-of-State						
Training Fees   Miscellaneous Meeting Expenses   O						
Miscellaneous Meeting Expenses   0		0				
SUPPLIES						
Office (Consumable)	Miscellaneous Meeting Expenses	0				
Postage  EQUIPMENT  Maintenance  Rental  GRANTS-IN-AID  O  OO  OTHER INCOME  CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS  A. Indirect Costs (@8%)  B. Mentor/community service project  O  SOME OF THE INCOME  SP,412  SP,412  SP,412	SUPPLIES					
EQUIPMENT  Maintenance Rental  GRANTS-IN-AID  O  OTHER INCOME  CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS  A. Indirect Costs (@8%)  B. Mentor/community service project  SOME SERVICES: Attach sp, 412	Ottice (Consumable)	0				
Maintenance Rental 0 GRANTS-IN-AID 0 DOMATIONS- CITY, COUNTY, 0 OTHER INCOME 0 CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS A. Indirect Costs (@8%) B. Mentor/community service project  \$14,140.26	Postage	0				
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PONATIONS CITY, COUNTY, OTHER INCOME  CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS A. Indirect Costs (@8%) B. Mentor/community service project  \$14,140.26		0				
CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS A. Indirect Costs (@8%)  B. Mentor/community service project  \$9,412		0				
CONTRACTUAL SERVICES: Attach documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS A. Indirect Costs (@8%)  B. Mentor/community service project  \$9,412		0				
documentation to include: Subcontractor Name, Title, Contact Person for services  MISCELLANEOUS COSTS  A. Indirect Costs (@8%)  B. Mentor/community service project  \$14,140.26	OTHER INCOME	0				
A. Indirect Costs (@8%) \$5,763.68  B. Mentor/community service project \$14,140.26	documentation to include: Subcontractor Name,	\$9,412				
B. Mentor/community service project \$14,140.26						
					_	
MOMAY.	B. Mentor/community service project	\$14,140.26				
TCYTA1	TOTAL	\$72,046			_	

LOCAL AGENCY NAME and ADDRESS: Solutions For Life, 1841 Madora Avenue, Douglas, WY 82633

NAME and TITLE OF REPORTING OFFICIAL: Bob Shinmori, Substance Abuse Prevention Coordinator

TELEPHONE NUMBER OF LOCAL AGENCY:

Phone: 307-358-2846 Fax: 307-358-5329 E-Mail: bshinmori@wysfl.com

I certify that the expenditures reported	above have been	funded totally	with funds	awarded by the	Wyoming
Department of Health.					
SIGNATURE OF AUTHORIZED OFF	ICIAL			DATI	E

# Form 11: Community Infrastructure Limit 2 pages

Describe how the project will enhance the community's prevention infrastructure. Describe how it creates or improves upon:

- Coordinated efforts
- Organizational structures
- Planning
- Data systems
- Workforce development
- Evidence-based practices
- Cultural competence
- Evaluation and monitoring
- Sustainability

The application of the Prevention Framework process involves the local governmental agencies; the county commissioners and town councils of both Lusk and Manville. Within the data gathering process, stakeholder interviews, and town meetings, the PF process has been disseminated and explained. Being able to increase the community members awareness concerning a data driven and linear process concerning needs identification and prioritization, has improved the decision making process.

The Block Grant process has already established data collection systems and agreements with many of the agencies and providers in the area, and being able to place that data into a more logical structure will increase utility of that data. Concurrent to this PF process SFL has been working to expand its website, and it is anticipated that the data will be more readily available for review by multiple agencies and partners. This provides the opportunity for those agencies to expand their understanding of issues beyond their discipline and be able to think how an issue affects other services providers in the community. This allows expanded thinking concerning how the community can perceive in a strategic view issues and solutions.

This process also identifies and assesses the resources and assets with a focus in mind. This leads to more defined and efficient allocation of available resources. And also identifies the gaps more clearly in the network. As with volunteer recruitment, if a clear goal and task can be identified, then recruiting persons to fill that need can be done more effectively, and those volunteers will be more likely to commit their time to the cause.

Within the PF process partners are gaining a better understanding of how to chose strategies and what effective strategies are available, as well as the need to be more discerning in why such interventions and programs should be chosen for implementation, rather than thinking "that sounds good." By applying the PF process

program choices will be more focused and targeted on the real causal factor for that problem.

# Form 12: Cultural Competency Limit 2 pages

Describe how the project will ensure that planned activities and processes are culturally competent?

- What steps and procedures will be implemented?
- How will cultural competency be assessed?

Messaging and formatting will be drafted within in the context of the community; the age distributions (and target audiences), beliefs and values of the community, and the prevailing demographic majority. This community is predominantly Caucasian, Christian, and conservative. The major partners and stakeholders are members of this core group and therefore, cognizant of the make up of the community. To ensure that media and messaging are sensitive to the values and attitudes of the community such campaign and its affiliated activities will be reviewed by the CAC.

The content of the program will account for the variances of the juvenile group and provide appropriate supports and services necessary to that population. These may include, but not be limited to life skills, age appropriate assessments and interventions, and referrals to relevant community activities and organizations. Through the screening and interview process for entry to the mentoring program, such demographic information will be obtained to assist in this aspect of the program. Further messaging and content of media will include input and participation by youth groups, to review and critique these activities.

As noted, the vast majority of the population is fairly homogenous. It is anticipated the populations being involved in these programs are predominantly from that group. However, accommodations will be made to account for any minority individuals (Hispanic, Native American, Asian and/or Black) who may become involved.

During the course of the PF process, as well as with other prevention programs, training for the CAC, and other organizations will be arranged to specifically address cultural competencies. It is planned that topics will pertain to age, gender, religion, race and ethnic heritage.

This process will track demographic data on individuals and conduct service surveys assessing effectiveness as well as "customer satisfaction". Part of that will address cultural appropriateness and accommodation.

# Form 13: Sustainability Limit 2 pages

Describe how the coalition will ensure that efforts are sustained after the project ends.

During the course of the program, evaluation activities will assess effectiveness and validity of these activities. Should those programs prove functional and have support for continuance, then efforts will be implemented to generate funding to maintain those activities. In the meantime, discussions will be held with the policy makers, stakeholders and community leaders to plant the concept of sustainability. Some discussion has already been forwarded regarding other communities and how they were able to fund extra projects dealing with alcohol related issues.

Additionally this coordinator has mentioned to the County Attorney and Circuit Court judge the levying of assessments that have not been imposed, such as paying for detention time. Those could be assessed and offset expenses incurred by the sheriff office, thereby allowing current funding to be reallocated to other activities. First through the evaluation process it has to be determined that any project implemented is effective and meets goals.

However some activities that have been implemented secondary to this process are certainly no cost. This speaks to the process itself. This coordinator, through involvement with other prevention efforts and consortiums will work towards continuing the prevention framework process for future planning. The enhanced partnerships that have been strengthened during the course of data collection and strategic planning will improve the infrastructure within the county and individual communities. In this process the Town of Manville has been recruited and has been involved in the strategic planning process. Those efforts will continue.

# Form 14: Evaluation Limit 1 page

Describe how the coalition will evaluate the activities and outcomes of the project. Evaluations will be conducted in collaboration with Prevention Framework evaluators at the Wyoming Survey & Analysis Center (WYSAC). All you need to include is the fact that you agree to work with WYSAC on the evaluation of all strategies.